

Message Text

LIMITED OFFICIAL USE

PAGE 01 NOUAKC 00942 280904Z
ACTION AF-10

INFO OCT-01 ISO-00 ONY-00 /011 W
-----280915Z 025531 /11
R 271700Z APR 77
FM AMEMBAYUY NOUAKCHOTT
TO SECSTATE WASHDC 7372

LIMITED OFFICIAL USE NOUAKCHOTT 0942

STADIS////////////////////////////////

NO DISTRIBUTION OUTSIDE AF

FOR AF/EX AND AF/W

E.O. 11652: N/A (DECONTROL 30 APRIL 1979)
TAGS: AMGT, AFSP, APER, MR
SUBJECT: US MISSION MAURITANI SUPPORT

REF: STATE 92001

1. REFTEL MOST HELPFUL.
2. MISSION STAFF IS NOT RPT NOT WEDDED TO ANY PARTICULAR SOLUTION OF MANAGEMENT PROBLEM CREATED BY PROJECTED EXPANSION IN PROGRAM ACTIVITY AND MISSION SIZE. (AND THAT SPECIFICALLY INCLUDES ME). WE CAREFULLY REFRAINED FROM MAKING ANY SPECIFIC PRESCRIPTIONS IN PART II AND III OF PARM INTENTIONALLY TO PERMIT WASHINGTON TO RECOMMEND OR TO DECIDE HOW TO STRUCTURE EXPANSION. INDEED, WE CONCLUDED WITH DECLARATION THAT WE WOULD GRATEFULLY ACCEPT POSITIONS REQUIRED TO DO JOB FROM ANY SOURCE. IF DEPARTMENT'S EXPERIENCE WITH CROSS SERVICING HAS BEEN "INVARIABLY UNSATISFACTORY", I DON'T PROPOSE TO GO DOWN THAT ROAD.

3. PERHAPS A WORD ABOUT RATIONALE BEHIND CROSS SERVICING PROPO-
- LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 02 NOUAKC 00942 280904Z

SAL WOULD FACILITATE SEARCH FOR PREFERRED SOLUTION: (A) PROBLEM IS UPON US; IT WILL NOT WAIT WHILE WE ENGAGE IN LENGTHY SEARCH FOR SOLUTION OR FOR SOLUTION WHICH REQUIRES MONTHS TO IMPLEMENT. NOW THAT WE HAVE FRITTERED AWAY THE NEARLY TWO YEARS WHICH HAVE GONE BY SINCE MISSION'S PROJECTIONS OF OUR JULY 1977 REQUIREMENTS FOR PEOPLE AND PHYSICAL FACILITIES WERE FIRST SPELLED OUT TO WASHINGTON, WE MUST

MOVE IMMEDIATELY TO GET READY FOR PERSONNEL WHO ARE SCHEDULED TO BEGIN ARRIVING IN JULY/AUGUST 1977. (PERHAPS IN MY INEXPERIENCE I CHOSE WRONG VEHICLE TO PRESENT THESE PROJECTIONS TO WASHINGTON. BUT HAD I RECEIVED ANY FORMAL RESPONSE TO MY OPERATIONS MEMORANDUM, I COULD HAVE RECAST PROJECTIONS IN WHATEVER FORM AND IN WHATEVER VEHICLE WASHINGTON PREFERRED OR REQUIRED.)

(B) I SHOULD PREFER AN ADMINISTRATIVE SUPPORT STRUCTURE ORGANIZED, STAFFED AND OPERATED EXCLUSIVELY BY STATE. BUT GIVEN (I) CURRENT GOVERNMENT-WIDE PERSONNEL FREEZE, (II) OUR TRADITIONAL INABILITY TO OBTAIN ADDITIONAL STATE RESOURCES FROM OMB AND CONGRESS OR TO REPROGRAM THEM FROM FATTER GEOGRAPHICAL BUREAUS, (III) CONTINUING LACK OF AND THEREFORE NEGATIVE RESPONSE TO MY REPEATED REQUESTS FOR ADDITIONAL US STAFFING IN GENERAL SERVICES SECTION, I AM FORCED TO BE VERY PESSIMISTIC ABOUT STATE'S ABILITY TO PRODUCE A STATE ADMINISTRATIVE SUPPORT STRUCTURE FOR NOUAKCHOTT IN URGENT TIMEFRAME REQUIRED.

(C) WITH NEED UPON US, IT SEEMED CLEAR THAT ONLY AID HAD MONEY ALREADY IN ITS BUDGET AND HAD MANAGEMENT FLEXIBILITY TO PROCURE BODIES AND PHYSICAL SUPPORT FACILITIES (GSO AND HOUSING) NEEDED IN THE NINETY DAYS AVAILABLE BEFORE MAJOR INFLUX OF NEW PEOPLE--STATE AS WELL AS AID--BEGINS. APPARENTLY AID CAN OBTAIN EITHER AMERICAN OR LOCAL PERSONNEL NEEDED VIA PERSONAL SERVICES CONTRACT ROUTE, PROVIDED I AGREE. MOREOVER, AID CAN BRING URGENTLY NEEDED EXTRA HANDS INTO NOUAKCHOTT VIA TDY--AND HAS. SO FAR AS I AM AWARE, STATE IS NOT RPT NOT ABLE TO REACT IN SIMILAR FASHION.

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 03 NOUAKC 00942 280904Z

(D) CHOICE THUS SEEMED TO BE BETWEEN EXPANDED ADMINISTRATIVE SUPPORT STRUCTURE ENTIRELY ORGANIZED, STAFFED AND OPERATED BY AID OR SOME KIND OF MIXED STATE/AID ARRANGEMENT.

4. WE STAND READY TO PROCEED VIA Q-5611 FAAS ROUTE TO CREATE NEEDED ADMINISTRATIVE SUPPORT STRUCTURE, PROVIDED THERE IS SOME ASSURANCE THAT CORE AND DAS AMERICAN POSITIONS WILL BE SET UP AND THEN FILLED PROMPTLY AND THAT IN MEANWHILE HIGHLY-QUALIFIED AND EXPERIENCED ADMIN TYPES (WHETHER STATE OR AID) WILL BE SENT TDY TO HELP US ORGANIZE AND OPERATE SUPPORT STRUCTURE PENDING ARRIVAL PERMANENT (EQUALLY HIGHLY-QUALIFIED AND NEARLY AS EXPERIENCED) STATE (OR AID DETAILED) ADMINISTRATIVE PERSONNEL. WHILE TIMING OF AID PROGRAM EXPANSION MAY WELL SLIP A BIT (MOST RECENT HANGUP ON SELIBABY PROJECT, FOR EXAMPLE, SUGGESTS THAT MAY HAPPEN), WE CANNOT RPT NOT AFFORD TO BASE OUR MANAGEMENT PLANNING ON THAT POSSIBILITY. HENCE AID'S FLEXIBILITY AND QUICK RESPONSE CAPABILITY LOOK MIGHT

ATTRACTIVE.

5. WHILE STRUCTURE IS IMPORTANT, PARTICULARLY OVER LONG TERM, CRITICAL AND IMMEDIATE QUESTION IS PEOPLE. IF STATE IS TO ORGANIZE AND DIRECT ENLARGED ADMINISTRATIVE SUPPORT STRUCTURE, WE MUST HAVE FIRST-RATE, EXPERIENCED SENIOR FSO-4 ADMINISTRATIVE OFFICER TO RUN IT. DESPITE DAVE BENNETT'S SUPERIOR QUALIFICATIONS, AS FSO-6 HE DOES NOT RPT NOT HAVE EXPERIENCE OR RANK TO BE ABLE TO CUT THIS PARTICULAR MUSTARD PATCH. PRESENT CIRCUMSTANCES REQUIRE PERSON WHO IS FULLY EQUIPPED NOW TO DO TOUGH JOB HERE BY HAVING DONE SIMILAR TASK WELL SOMEWHERE ELSE; NOT SOMEONE WHO IS GOING TO BE LEARNING BASICS OF HIS TRADE VIA ON-THE-JOB TRAINING IN NOUAKCHOTT. WHY? BECAUSE NONE OF US HERE HAS EXPERIENCE OR EXPERTISE REQUIRED TO BE ABLE TO GUIDE AND HELP AN OJT. ADMIN OFFICER MUST BE EXPERT WHO COUNSELS ME AND LAYS OUT PATH FOR ME TO FOLLOW. I LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 04 NOUAKC 00942 280904Z

AM NOT ABLE TO SUGGEST ANY NAMES; I DON'T KNOW ANY FRENCH LANGUAGE, HOT-SHOT, AFRICA-WISE ADMINISTRATORS. BUT I NEED SOMEONE WHO HAS THE "CAN-DO" MENTALITY, DRIVE AND ENTHUSIASM OF A DAVID PASSAGE, A BOB MACCALLUM, OR A PAT KENNEDY. GIVEN AF/EX DESIRE TO GO STATE, FACT THAT NO REPLACEMENT HAS YET BEEN NAMED FOR JAMES/BENNETT MAY ACTUALLY BE DISGUISED BLESSING.

6. RE PARA 4 REFTTEL, WE WILL PROCEED VIA STATE CONTRACT ROUTE PRESCRIBED TO OBTAIN REQUIRED PHYSICAL FACILITIES. HOWEVER, UNLESS BASIC PROBLEM IS DECIDED IN WASHINGTON BEFORE WE HAVE TO MOVE HERE, IMPOSITION OF STATE PROCEDURES WITHOUT EXPLANATION WILL UNDOUBTEDLY CREATE MISUNDERSTANDINGS/PROBLEMS BETWEEN STATE AND AID LOCALLY. I VERY MUCH HOPE YOU WILL HELP ME AVOID THAT. WOULD ALSO APPRECIATE CLARIFICATION OF FINANCING RENTAL COST OF GSO FACILITY; WE PRESUME REFTTEL PRORATING FORMULA APPLIES TO SECOND FULL YEAR PER CA-1663.

7. SUMMARY OF CDO MANAGEMENT PAPER FOLLOWS SEPTTEL.
HANDYSIDE

LIMITED OFFICIAL USE

NNN

Message Attributes

Automatic Decaptioning: Z
Capture Date: 01-Jan-1994 12:00:00 am
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Sent Date: 27-Apr-1977 12:00:00 am
Decaption Date: 22 May 2009
Decaption Note: 25 YEAR REVIEW
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 22 May 2009
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1977NOUAKC00942
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D770148-0766
Format: TEL
From: NOUAKCHOTT
Handling Restrictions:
Image Path:
ISecure: 1
Legacy Key: link1977/newtext/t19770414/aaaaalrl.tel
Line Count: 160
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 484bc19c-c288-dd11-92da-001cc4696bcc
Office: ACTION AF
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: ONLY
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: ONLY
Reference: 77 STATE 92001
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 05-Apr-2005 12:00:00 am
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2679480
Secure: OPEN
Status: NATIVE
Subject: US MISSION MAURITANI SUPPORT
TAGS: AMGT, AFSP, APER, MR
To: STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/484bc19c-c288-dd11-92da-001cc4696bcc
Review Markings:
Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
22 May 2009
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009